

Framework for EECA programme review

Problem	Strategic fit	Role for govt	Intervention	Performance	Lead	Recommendation
<p>What is the programme?</p> <p>What is the problem it is solving?</p> <p>What are the market characteristics & structures?</p>	<p>Does it fit strategically with govt & EECA objectives?</p>	<p>What market failures & barriers are causing the problem?</p> <p>What are the potential public good benefits?</p> <p>What are the potential costs?</p>	<p>What is the intervention logic?</p> <p>What are the investment objectives?</p> <p>What other options are there?</p> <p>What is the potential impact?</p> <p>Does the market have appropriate capability & incentives to support success?</p> <p>What are the risks of failure?</p> <p>What interdependencies are there with other programmes?</p> <p>What EECA resources are allocated?</p>	<p>To what extent is the programme working?</p> <p>What are the achieved benefits?</p> <p>To what extent is it value-for-money?</p> <p>What is planned for the future?</p>	<p>Does EECA have the mandate, capability & willingness to lead versus other potential lead organisations?</p>	<p>What conclusions can be made?</p> <p>What is the recommendation for the future of the programme?</p>

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Dimension	Questions	Evidence
The problem	What is the programme?	The key issue that is being addressed, the target group, the activities EECA is undertaking and the outcome that is being sought.
	What is the problem it is solving? Is there a clear problem or opportunity in energy efficiency, energy conservation or renewable energy? What is it?	The gap between the theoretically attainable (cost-effective) energy efficiency and what is actually occurring in reality. Evidence for the likely counterfactual situation. An indication of the scale of the problem.
	What are the market characteristics & structures?	The market structure, actors, interactions and relevant existing incentives.
Strategic fit	Is this mandatory or discretionary?	The relationship to any mandate including legislative, regulatory, cabinet mandate etc.
	Is this a strategic priority for the government? Is this a good fit with the work of other agencies and all-of-government strategies? E.g. NZEECS, NZES, BGA	How the project/ programme relates to stated government priorities. How the project/ programme aligns with the work of other agencies and all-of-government strategies.
	Is this a good fit with EECA's strategy?	How the project aligns with EECA's strategy and with other projects and programmes within EECA.
Role for government	Are there market failures that are creating the problem? What are they?	The market failures that prevent the opportunity from being realised without intervention.
	Are there market barriers, and public goods generated when these barriers are addressed? What are they?	The behavioural barriers that prevent the market actors from solving the problem.
	What are the potential public good benefits?	Public benefits that are expected to accrue to New Zealand as a result of solving the problem.
	What are the potential costs?	Assessment of whether intervention is crowding out private sector initiatives or creating any unintended externalities (side effects)?
Intervention	What is the intervention logic? Is it clear and logical (including target market)?	The chain of events expected to link activities to outcomes and the assumptions being made about those links.
	What are the investment objectives? Are they clear?	Description of the desired future state resulting from the project/ programme.
	What other options are there? What other interventions or suite of interventions have been considered and how do they compare?	Identified and evaluated options. Preferred option identified with rationale.

Dimension	Questions	Evidence
	What is the size of the realisable opportunity in terms of CO2 and energy? (additional to what would occur without intervention)	Size of the potential of the project/programme (PJ, \$,CO2).
	Does the market have appropriate capability and incentives to support success?	Available, economic technologies and market capability to deliver intervention.
	What are the risks? What are the consequences of failure?	The type of risk identified including size of impact and potential mitigation.
	What are the interdependencies between this project/programme and others?	How a change in investment would affect other programmes?
	What are the funds, skills and resources allocated to the project/programme? Are they adequate?	FTE, skills and funding required by year for out years.
Performance	To what extent are EECA's activities creating change that is leading to the desired outcomes?	Clear evidence and description of how EECA has created change in the market that would not have occurred otherwise.
	What are the achieved benefits?	Clear evidence and description of how EECA's activities have led to the benefits.
	To what extent is it value-for-money?	List of achieved benefits and costs. Quantification of costs and benefits energy savings, CO2 savings, BCR, NPV, public/ private benefits, public/ private costs etc. Transparent assumptions.
	What is currently planned for the future of the project/ programme? Is future performance expected to differ significantly from past performance? Why? To what extent?	Description of committed funding, contracts, resources and general expectations for the future of the project/ programme in out years. Clear description of rationale for change in expected performance.
Lead	Does EECA have the mandate, capability & willingness to lead versus other potential lead organisations?	List of alternative lead organisations. Description of EECA's mandate, evidence of capability and willingness to lead which make it more appropriate than others listed.
Recommendation	What conclusions can be made? What is the recommendation for the future of the project/programme?	Logical next steps for the project/programme given all of the above.